

**SFA Modernization Partner Program
Monthly Management Services Summary
for the Month of October 2000**

November 10, 2000



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INTRODUCTION

This Management Services Summary is being produced as a deliverable of the SFA Modernization Partner Program Management Office Task Order.

This report covers the month of October 2000 and includes information on the overall status of Program deliverables, a summary of key Program Risks and Issues by area, achievements for the month, planned work for the next month, and performance of the Program initiatives.

The format and content of this report are based on the guidelines provided in the Program Management Task Order, standard project status reporting techniques, and input from SFA management personnel. The purpose of this report is to provide SFA senior management with information related to the performance of the SFA Modernization Partner Program team.

These monthly summaries will be refined to improve their usefulness and the value they provide. Please provide any suggestions regarding the content or format of these reports to the SFA Modernization Partner Program Office Manager (elisabeth.s.schmidt@ac.com or 202-651-3640).



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PROGRAM OVERVIEW

DELIVERABLES

The SFA Modernization Partner team delivered these contract deliverables during the month of October 2000:

CIO

9.3.6 Teamsite Job Aids & Training Plan contains job aids for SFA employees that participate in the content management processes. It also contains a training plan for the Interwoven Teamsite tool.

12.1.10 School Portal User Accepted Code is code that has passed User Acceptance Testing (UAT) including very minor cosmetic modifications. Criteria for passing UAT is that the code provides the functionality associated with the business requirements and is ready for Alpha group testing independent of any problems associated with the IFAP code.

12.1.11 IFAP Application Tested Code is code that has passed User Acceptance Testing (UAT) including very minor cosmetic modifications. Criteria for passing UAT is that the code provides the functionality associated with the business requirements and is ready for Alpha group testing independent of any problems associated with the School Portal code.

12.1.12 Training Manuals and Job Aids consists of training materials and job aids to educate the operations staff on the processes and tools used to maintain and operate the School Portal and IFAP applications.

13.5.1 Corrective Action Plan documents the results of security risk assessments and develops a tracking system to record and manage corrective actions that will help protect the personal, private information of students, parents, and borrowers.

16.1.2 Integrated Technical Architecture Detailed Design contains the designs for the development, execution, and operations architectures.

22.1.2 VDC Transition Plan Document consists of a transition plan document which includes templates and job aids required to transition a Modernization project to the VDC.

22.1.5 IT Architecture Framework, Phase 1 lays out a roadmap for the specific standards, specifications and documents that need to be created to adhere to Klinger-Cohen requirements. This document defines documentation required across the business architecture, information and infrastructure environments.

32.1.1 Project Work Plan is a formal work plan which outlines the schedule of tasks to be required for development of the SDLC/IPT Process Guide.



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34.1.4 Intranet Applications Operations Tools documents the selection/evaluation of tools and description of the tool to be used for applications operations e.g. Service Level Agreement Measurement & Reporting, User & Stakeholder Contact Management, Problem Management, Change Management, and Capacity Planning for Application Performance.

34.1.5 Metrics Based Service Targets will be used to drive the pricing of subsequent web-based applications operations. Examples of service targets include price/page update, price/Priority 1 problem resolved, availability targets, etc.

CFO

14.1.4 Operational Ready Build is the version of software that incorporates the final Functional and Technical designs. It includes all extensions, data conversion, application configuration and program-specific features for Oracle's AP, AR, FA, and GL applications.

14.1.5f Monthly Status Report outlines progress to-date, issues facing the team, and expected work during the period September 1, 2000- September 30, 2000.

35.1.1 Service Delivery Solution defines the exact location and approach for providing FMS applications operations based on possible alternatives.

35.1.2 FMS Applications Operations Organization Plan contains the roles/responsibilities, job descriptions, hiring plan, organizational structure, and applications operations budget for the FMS Applications Operations team.

35.1.3 FMS Applications Operations Processes describes agreed-to service levels between the applications operations team and customers, as well as other operational entities. The deliverable consists of: Service Baseline SLA Framework, Tracking and Reporting Definition, Processes (Process Architecture, Serve Users, Escalate Request Issues, Generate Reports, Maintain SLAs and DLAs, and Manage Operations Issues).

35.1.4 Campus-Based Program's SOW Analysis is a draft Statement Of Work (SOW) based on the analysis of the current Campus-Based Programs' Statement of Work and Campus-Based program requirements. This SOW includes the identification of additional requirements and/or modifications to existing requirements.

35.1.6 Metrics Based Service Targets contains Service Targets that will be used to drive the pricing of subsequent releases. Examples of Service Targets include price/page update, price/Priority 1 problem resolved, etc.

39.1.1 Detailed Design includes a final version of the data model design, a draft data acquisition and population design, and a draft of the query and report architecture design. This deliverable also outlines the frequency of data acquisition and history maintenance.



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FINANCIAL PARTNERS CHANNEL

All deliverables have been accepted. No new deliverables have been submitted.

SCHOOLS CHANNEL

19.2.1a-f April- September 2000 Status Reports include a summary of School Portal activity that culminated in the production of Business Requirements for Version 1.0.

19.2.2 School Portal & IFAP Roll-Out Communications Plan includes content for internal and external communications (i.e. letters and presentations) and the development of a roll-out plan for the School Portal and IFAP for the SFA staff and external customers.

13.4.1 Campus-Based Program's SOW Analysis is a draft Statement Of Work (SOW) based on the analysis of the current Campus-Based Programs' Statement of Work and Campus-Based program requirements. This SOW includes the identification of additional requirements and/or modifications to existing requirements.

13.4.2 Requirements Definition Document identifies functional and technical requirements for the following Campus-Based Program options: (1) migration to a relational database, (2) development of a web-based front end, and (3) additional software enhancements.

13.4.3 Milestone Delivery Schedule identifies milestones for each of the Campus-Based Program options identified in deliverable 13.4.2- Requirements Definition Document.

STUDENTS CHANNEL

33.1.1a&b High Level Project Plan details the scope, tasks, timelines, and resources which will be involved in completing the objectives of the FAFSA on the Web Redesign.

ORGANIZATION TRANSFORMATION

29.1.1 Organization Implementation Plan summarizes best-in-business information related to the SFA University Knowledge Management and Best Practices Teams, as well as Internal SFA Services. Research focused on identifying functional specifications of knowledge repositories and libraries, identifying sources of information on learning trends, customer relationship management, learning theory and technology improvements.

31.1.5a Training Development Student Perspective Status Reports consists of regular status reports which identify accomplishments, issues, and associated risks encountered during the development stage. Variances between expected and actual progress were reported to the SFA University project sponsors and communicated to all parties involved in the development process. The SFA Front-to-Back course development covered content from the Student perspective of the financial aid process. The design and development materials delivered included the following: Facilitator Guides, Participant Guides, presentation materials, Participant handouts, exercises, scenarios for Role Playing sessions and other materials determined by the course writing team.



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31.1.6 Pilot Training Session is a pilot training session for a small target audience. The purpose of the pilot is to test the SFA Front-to-Back training to evaluate the materials and identify areas for improvement prior to rolling out the course.

31.1.7 Train-the-Trainers Session prepares the trainers to deliver Front-to-Back training. Participants evaluate the course and identify areas for improvement.

30.1.7a Performance Appraisal Process & System (ASP) describes the Performance Development Process, the Perform.com web-based tool, and user guide of the Perform.com tool. The following information was included in the deliverable:

1. Performance Development Process One-Page Overview
2. Performance Development Process Fact Sheet
3. Performance Development Process Description Document
4. Performance Development Process Perform.com Solution
5. Performance Development Process User Training and Reference Guide

PROGRAM MANAGEMENT OFFICE

38.1.1b Second Draft of the Modernization Blueprint update involved streamlining the Modernization Blueprint to facilitate the community's understanding of:

- the new business capabilities SFA is building to support modernization
- the enterprise architecture needed to support the delivery of these new capabilities
- the progress that has been made to date

38.1.2a Modernization Partner Procurement Plan (September 2000) provides a monthly update to the procurement plan that outlines the key milestones associated with the timely delivery and acceptance of future task orders required to achieve the goals and objectives of the Modernization Program. The outcome of developing and managing task orders according to this plan will be adherence to the timeframes required for timely delivery and approval of future task orders and the uninterrupted work activity required for the Modernization Program to achieve its goals and objectives.

38.1.2ai Modernization Partner Procurement Plan Incentive Fee (September 2000) reports adherence to the timeframes required for the timely delivery and approval of task orders as required in the Modernization Partner Procurement Plan. The monthly Procurement Plan Incentive Fee is designed to reward exceptional performance in exceeding key milestones associated with the timely preparation and delivery of task order proposals by the Modernization Partner.

38.1.3a Program Management Services Summary documents the activities of each initiative being executed as part of the Modernization Blueprint. The summary includes past period accomplishments, work planned for the next period, key management items, risks/issues and mitigation strategies, and the executive level Program scorecards.



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VALUE POINTS

CFO

- Facilitated a CFO management off-site meeting and follow-up working sessions to enable the CFO management team to arrive at a common understanding of their organization's mission, vision, goals, and the major CFO initiatives and activities that need to occur to support these goals.

CIO

- Incorporated best practices from the Andersen Consulting Operational Readiness criteria from FMS Phase II Production Readiness Review to use as the approval process for migrating applications to production.
- Provided a short term help desk tool to FMS help desk at no cost. This tool was developed leveraging best practices of similar help desk requirements.
- Developed an Application Readiness tool using Andersen Consulting best practices.
- Creatively used existing technology to provide a no cost solution to route external queries from Channel customers using SFA Help Desk Functionality.

SCHOOLS CHANNEL

- Assisted in the preparation of presentation for NASFAA.

STUDENTS CHANNEL

- Conducted usability tests with five students at American University and Northern Virginia Community College to study the navigation of the web site design.
- Performed volume testing of Connect:Direct software with an Electronic Debit Account vendor. Although Connect:Direct is a separate implementation from CDS Simplification, testing was conducted by the CDS Simplification Team at SFA's request.
- Developed Information Technology Investment Review Board Funding Requests for the proposed Customer Relationship Implementation Project Team (CRIPT), Debt Collection Reengineering Project, and Reengineering of Loan Consolidation.

ORGANIZATION TRANSFORMATION

- Provided a "Jeopardy" style game for use as a tool to reinforce the concepts learned in the SFA Traditions course.
- Coordinated and executed a demonstration of how the Perform.com tool is used during Step 1: Goal Setting/Expectation Setting to create an Individual Development Plan, select Development Coaches, and record feedback. The demonstration captured data from supervisor/subordinate pairs in the Financial Partners channel per the request of SFA Leadership Team.



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- Developed materials for use in Office of General Counsel and Human Resources Group Performance Development Process working session to help clarify specific components of the process and identify mitigation plan to ensure compliance with the Federal Code of Regulations.

PROGRAM MANAGEMENT OFFICE

- Assisted SFA in drafting the response to the Office of the Inspector General and Representative Mica's request for progress made to date against the Modernization Blueprint as well as detailed information on the first "shared-in-savings" contract negotiated between SFA and Modernization Partner.



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SUMMARY OF PROGRAM RISKS & ISSUES

PROGRAM RISKS

AREA	DESCRIPTION	MITIGATION STRATEGY	ABILITY TO CONTROL
HIGH SEVERITY			
TO 14- SFA FMS Oracle Financials	As user volume increases, GAs may not have remote access to FMS when needed as it is possible the GA users may not obtain remote access to the FMS system in a timely manner.	Examine alternative connectivity options other than VDC and VPN.	Medium
TO 16- Enterprise Technical Architecture	The Team has to support five applications going into production within a two week window. The rollout schedules may be delayed or quality may suffer due to thinly-spread resources.	Plan application rollouts to remove dependencies and identify resources to assist with Technical Architecture efforts	Low
MEDIUM SEVERITY			
TO 09- Intranet Installation, TO 12- School Portal/IFAP, TO 22- IT Management Support	Post Production Support is not currently defined. Maintenance has not been set up. The production date may be impacted.	Identify maintenance mechanism.	Medium
TO 19- Common Origination and Disbursement (COD)	The schedule for the development of the Common Record Layout may be delayed because the Direct Loan Edits functional requirements workgroup has not convened to date. Schedule conflicts with planned SFA Direct Loan test activity are the cause.	Rather than rely on the workgroup, the team is planning on obtaining a couple of key resources to accelerate the development of the Common Record Layout.	High



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PROGRAM ISSUES

AREA	ISSUE	PROPOSED SOLUTION
HIGH SEVERITY		
TO 11- Ombudsman	Delivery dates have not been determined. There is an inability to measure the completion of work.	Establish deliverable dates immediately after the implementation of the Ombudsman application
TO 12- School Portal and IFAP	Operational aspects of the VDC are not being completed and prioritized. Schedule dates are being impacted and requests are not being processed in a timely manner.	CSC roles need to be redefined and accountability needs to be built into the expectations of CSC's role. Port Requests need to be expedited and an escalation list needs to be followed so that requests are being processed in a timely fashion.
TO 14- SFA FMS Oracle Financials	Some GA's do not have VPN installed and tested, resulting in no remote access to the FMS application and a possible lack of access to VPN when needed.	Continue to assist the remaining GAs to obtain access and contact top five GA's to ensure they have successfully installed and used VPN. FYI - 17 of the GAs have connected, including USA Group (which reports for other GAs).
TO 14- SFA FMS Oracle Financials	Need definitive description of SFA relationship with ED CFO and SFA's vision for its future use of General Accounting Payment System (GAPS). Process flows are being drafted assuming minimal use of GAPS in future (post 10/01/01); these models will have to be revised and interfaces defined if GAPS is to be used more heavily.	Meetings with SFA CFO have been set up to review the process models as designed with different options for the use of GAPS.
TO 30- SFA HR Mod Support Performance Development Process	The Union has requested to 'bargain' on a draft Performance Development Process Document but has not submitted their comments regarding the process.	Coached the SFA HR Director to communicate with Union representatives that SFA HR still awaits their feedback comments and cannot bargain on a draft of the Performance Development Process.
LOW SEVERITY		
TO 20- CFO Transformation	Due to CFO team scheduling conflicts, the next off-site meeting will be November 9-2000. Due to this schedule change (and with agreement from Jim Lynch) the Strategic Plan and Program Mgt. tool will not be delivered as originally scheduled on 10/31.	Move delivery date to 11/14 and incorporate data from 11/9 off-site.



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KEY ACCOMPLISHMENTS THIS MONTH AND PLANS FOR NEXT MONTH

During the month, the project teams accomplished the following:

CFO

TO 14- FMS Oracle Financials

Work Completed this Month:

- Finalized Miscellaneous Invoice procedures.
- Finalized the Splitter interface.
- Completed development of training materials.
- Initiated coordination on the first FMS System Change Request.
- Requested FMS access to ED/CFO Budget Allocation Table.
- Modified GA setup training document.
- Evaluated the use of Rational's ClearQuest tool to monitor problem tracking and reporting.
- Assisted VDC in FTP server setup for GA use, in support of combined FMS/NSLDS FTP operations.
- Prepared "Frequently Asked Questions" document regarding GA access to the FMS system.
- Prepared final stress test report.
- Revised GA training materials (IG, PG, Process Flow) based on feedback from Indianapolis session.
- Produced/developed materials for training session.
- Continue Phase III Technical Environment set-up and management planning.
- Assist in post-production planning.
- Completed drafts of future process flows and implementation approach documents for all program areas except Direct Loan Consolidation and reviewed these with other team members and SFA CFO.
- Held spotlight sessions for Direct Loan Consolidation and Servicing to identify items impacting the implementation strategy and rollout.
- Drafted paper on options for SFA FMS' interaction with General Accounting Payment System (GAPS) and presented these options to SFA CFO. Working on determining benefits, impact, timeline and cost for the preferred option.
- Drafted timeline showing issues by program area to assist with overall implementation strategy.
- Began documenting requirements for the future process model for Debt Collection Services (that is, those that are in addition to the requirements already identified during earlier project phases).

Planned Work In Progress:

- Continue refining Service Level Agreement (SLA).
- Ensure all security issues have been addressed.
- Distribute revised CFO Account Payment Processing procedures.
- Receive feedback from SFA regarding training sessions posted to website.



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- Continue FMS version 1.01 Change Request planning.

Work Projected for next Month:

- Conduct Post Implementation Support.
- Conduct Phase III Requirements Analysis.
- Update the Service Level Agreement and Responsibilities Matrix.
- Finalize Responsibility roles in Production.
- Continue conducting training sessions.
- Document questions from training sessions.



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TO 20- CFO Transformation

Work Completed this Month:

- Completed preliminary analysis of data and identified opportunities for efficiency improvement.
- Presented findings to CFO and agreed upon goals and approach for next off-site planning session.
- Received approval on the agenda for the off-site meeting.
- Developed a first draft of materials for off-site meeting.
- Developed a timeline for remaining deliverables.

Planned Work In Progress:

- Finalizing format and materials for next off-site meeting scheduled for November.
- Create framework for teams to develop own action plans after off-site meeting.
- Brief CFO on timeline for remaining deliverables.

Work Projected for next Month:

- Provide facilitation support for team action plan development.
- Deliver final draft of deliverables 20.1.1 - Strategic Plan & Transformation Approach and 20.1.2 - Project Management Tool-Set.



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TO 25- Electronic Document Management

Work Completed this Month:

- Supported Integrated Product Team (IPT) establishment and conducted initial meetings of these established IPTs.
- Conducted initial interviews with SFA channels to determine their Electronic Document Management demands.

Planned Work In Progress:

- Continue coordinating Best-in-Business Site Visits to use for development of deliverable 25.1.1 – Best-in-Business Solutions Presentations.
- Continue developing deliverable 25.1.3- SFA HQ Electronic Document Management Project Plan.
- Continue developing deliverable 25.1.2- Organizational Communications Plan.

Work Projected for next Month:

- Complete Best-in-Business Site Visits.
- Begin finalizing deliverable 25.1.1 - Best-in-Business Solutions Presentations.
- Finalize deliverable 25.1.3- SFA HQ Electronic Document Management Project Plan.
- Finalize deliverable 25.1.2- Organizational Communications Plan.



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CIO

Work Completed this Month:

TO 9- Intranet Release 2.0

- Conducted the first training session for IFAP/School Portal content management.
- Continued IFAP/School Portal integration testing efforts.

TO 11- Ombudsman

- Successfully implemented the Ombudsman Tracking System into production.

TO 12- School Portal/IFAP

- Completed component, integration and user acceptance testing.

TO 16- Enterprise Architecture

- Installed, configured, tested and stabilized the majority of the development and production architecture products at the VDC.
- Resolved numerous System Investigation Requests (SIRs) for various CIO applications.

TO 22- IT Management Support

- Submitted initial draft of deliverable 22.1.2 - VDC Transition Plan.

TO 32- IPT Process Development Phase II

- Drafted outline of deliverable 32.1.2 – SDLC/IPT Process Guide.

TO 39- CFO Data Mart

- Delivered deliverable 39.1.1- Detailed Design.
- Continued development of deliverable 39.1.2- Deployment CFO Data Mart.

Planned Work In Progress:

TO 9- Intranet Release 2.0

- Continue to develop the final version of deliverable 9.3.6- Hands-on Training for IFAP and School Portal application.
- Prepare for the implementation of the Intranet and Content Management applications.

TO 11- Ombudsman

- Revise deliverables based on SFA feedback.
- Determine acceptance schedule for remaining deliverables.

TO 12- School Portal/IFAP

- Continue migrating the applications to the Production Environment.
- Complete implementation efforts.

TO 16- Enterprise Architecture



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- Complete the final task order deliverable 16.1.7- Integrated Technical Architecture Build and Test Report.

TO 22- IT Management Support

- Update deliverable 22.1.2- VDC Transition Plan.
- Continue providing management support for deliverable 32.1.2- IPT Development Process Guide Phase I.
- Continue working with vendors to gather maintenance agreements for the Operations team.

TO 34- Applications Management Transition

- Continue providing Applications Management support.

TO 32- IPT Process Development Phase II

- Develop the framework for deliverable 32.1.2- SDLC/IPT Process Guide.
- Meet with the CIO executive staff and IPT leads to share deliverable 32.1.2- SDLC/IPT Process expectations and exchange ideas on deliverable 32.1.2- SDLC/IPT Process Guide content and deployment practices.

TO 39- CFO Data Mart

- Continue development efforts on deliverable 39.1.2- Deployment CFO Data Mart.
- Obtain final acceptance of deliverable 39.1.1- Detailed Design.

Work Projected for next Month:

TO 9- Intranet Release 2.0

- Complete stress testing and training of the School Portal and IFAP content management process.
- Deploy School Portal and IFAP applications.

TO 11- Ombudsman

- Redefine delivery schedule of remaining deliverables and receive final acceptance of the Ombudsman deliverables.

TO 12- School Portal/IFAP

- Complete stress testing and deploy the applications into the production environment.
- Complete production readiness reviews.

TO 16- Enterprise Architecture

- Develop a Technical Architecture Road-Show in collaboration with IT Management to communicate functional services.

TO 22- IT Management Support

- Finalize arrangements for Production Readiness Review process (PRR).
- Complete deliverable 22.1.2- VDC Transition Plan for the Operations team.

TO 34- Applications Management Transition

- Incorporate SFA feedback into delivered deliverables and receive final acceptance of the remaining deliverables within Applications Management : deliverables 35.1.2 – FMS Applications Operations Organization Plan, 35.1.3 – FMS Applications Operations Organization Plan, and 35.1.5 – Metrics Based Service Targets.



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TO 32- IPT Process Development Phase II

- Incorporate feedback into deliverables 32.1.2 – SDLC/IPT Process and 32.1.2 – SDLC/IPT Process Guide Content and deployment practices.

TO 39- CFO Data Mart

- Obtain final acceptance of deliverable 39.1.2- Deployment CFO Data Mart.



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FINANCIAL PARTNERS CHANNEL

Work Completed this Month:

- Obtained sign-off of the TO 10 & 23- FPT Analysis and Design Plan deliverables and distributed to Financial Partner Directors and Team Leads.
- Worked with the Acting Financial Partner General Manager and the Director of Financial Oversight and Analysis, to review the Statement of Objectives (SOO) for the Risk Modeling and the Data Mart initiatives.
- Developed the Statement of Objectives for the Organizational Empowerment initiative with the new Financial Partners General Manager.
- Developed the Business Cases for the GA/Lender Payment Process, FFEL Retirement, Risk Modeling, Data Mart for Financial Partners, Web Portal for Financial Partners, and Organizational Empowerment initiative.
- Continued planning for the next phase of the FP Transformation effort.

Planned Work In Progress:

- All planned work was completed.

Work Projected for next Month:

- Meet with the FP GM to review and approve the Business Cases for the GA/Lender Payment Process, FFEL Retirement, Data Mart for Financial Partners, Web Portal for Financial Partners, and Organizational Empowerment.
- Submit Task Orders for work on the GA/Lender Payment Process, Data Mart for Financial Partners, and Organizational Empowerment.
- Receive final approval from the COTR and commence work on TO 40- FFEL Retirement, GA/Lender Payment Process, Data Mart for Financial Partners, and Organizational Empowerment initiatives.
- Continue planning for the next phase of work for the FP Transformation effort.



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SCHOOLS CHANNEL

Work Completed this Month:

- Assessed AFSA / V-Tek (AppWorks) Functional Fit and Technical Architecture.
- Collected past performance and customer reference data.
- Conducted EDS follow-up site visit.
- Met with Modernization Partner senior management to come up with COD Preferred Solution options.
- Identified, reviewed and began sequencing of all required COD Implementation tasks.
- Determined estimating approach and began development of an estimating model to determine COD Implementation task durations.
- Finalized the composition of the COD Steering Committee.
- Supported Schools Channel Staff COD/Portal Presentations at Midwest Association Meeting (MASFAA).
- Supported School's Channel General Manager's Presentation at Rocky Mountain Association Meeting (RMASFAA) .
- Utilized the CaseWise tool to capture "As Is" process updates from the functional workgroups.
- Kicked off SFA Functional Workgroups, collected detail requirements and refinements for Conceptual design for Business Rules, Campus Based, FMS, Pell Grants, and Common Record processes.
- Completed "As-is" follow up validation meetings.
- Reset direction of Transition Management team to focus on identifying COD impact on Schools channel.

Work In Progress:

- Continue developing estimating model to determine task durations for COD Implementation.

Work Projected for Next Month:

- Submit deliverable 19.1.3 - Preferred Solution Selection Recommendation.
- Complete development of estimating model to determine task durations for COD Implementation.
- Establish schedule for the monthly COD Steering Committee meetings.
- Investigate types of alternative communication vehicles (face-to-face, webcast, teleconferencing opportunities) for deliverable 19.1.08 - Pilot School Participation Approach.
- Establish formal feedback mechanism to be used for Steering Committee and COD workgroups participation.
- Present information and conduct break-out sessions on COD at the Electronic Access Conferences (EACs) in Dallas and Atlanta to gather feedback from schools on the functional requirements for COD.
- Continue gathering functional requirements.
- Incorporate client feedback into deliverable 19.2.2 – Portal Roll-Out Communications Plan and resubmit.



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STUDENTS CHANNEL

TO 15- CRM Call Center

Work Completed this Month:

- Finalized deliverable 15.1.3- Quick Hits Recommendations.
- Begin developing Business Cases for potential CRM Call Center Solutions.
- Reviewed deliverable 15.1.4- Solution Recommendations with the client sponsor.
- Developed current and future state technical architectures diagrams and reviewed with the client sponsor.
- Created Executive summary briefing documents.
- Created high level migration and implementation plans for CRM Solutions.
- Delivered the Road Show communication presentation to Contracts and Acquisitions group and Human Resources. Remaining groups have been scheduled for November.

Planned Work in Progress:

- Continue developing CRM Call Center Solutions Business Cases and obtain final approval from the IPT sponsor and Management Council.
- Obtain final Business Case approval by IPT sponsor and Management Council.
- Present Road Show to Ombudsman, Schools, Financial Partners and CIO organizations.
- Begin Phase II project planning, resource planning, timeline determination and budget review.

Work Projected for next Month:

- Finalize/submit deliverable 15.1.3 - Gap Analysis.
- Finalize/submit deliverable 15.1.4 - Solutions Recommendations .
- Complete CRM Call Center Solutions Business Cases and obtain final approval from the IPT sponsor and Management Council.



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TO 26- CDS Simplification

Work Completed this Month:

- Completed System Integration Testing.
- Completed Loan Origination Intersystem Testing.
- Conduct Contingency Delinquency Report system testing.
- Modified code based on Loan Consolidation System changes.
- Completed Intersystem Testing with Electronic Debit Account Vendor.

Planned Work In Progress:

- Conduct Intersystem Testing for Loan Consolidation and Loan Servicing.
- Continue to System Test the Delinquency Report on Data Warehouse.
- Continue CDS Simplification Implementation Planning.

Work Projected for next Month:

- Complete Intersystem Testing for Loan Consolidation and Loan Servicing.
- Complete System Test for Delinquency Report on Data Warehouse.
- Implement CDS on 11/17/00.



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TO 33- FAFSA on the Web Redesign

Work Completed this Month:

- Created usability test plan and conducted usability tests with students at American University and Northern Virginia Community College to study the navigation of the web site design.
- Attended Rational Unified Process training for the creation of use cases (requirements documentation methodology).
- Conducted a fact finding meeting with AT&T and the Postal Service to understand how advancements in digital signatures technology may be incorporated into the site.
- Developed first draft and several revisions of all (approximately 160) Wireframes (clickable html pages that demonstrate page navigation through the web site).
- Drafted logical application architecture.
- Began creation of Creative Compositions for Home Page and Sub pages.
- Created a change management plan for scope management.
- Detailed Business Level Use Cases into System Level Use Cases and identified additional use cases (requirements documentation methodology) that will need to be created.
- Began to detail the workplan to include Technical Architecture deliverables.
- Developed Creative Compositions which outline the site design.

Planned Work In Progress:

- Add details to the workplan.
- Finalize wireframes.
- Continue to add detail to the Use Cases.
- Determine cost factors of different hardware and software options with IT Services.

Work Projected for next Month:

- Complete all detailed use cases.
- Attended a creative briefing with marketing consultant to determine branding strategy.
- Begin detailed design/build/prototype iterations.
- Create high level test plan.



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TO 37- Financial Analysis Support and Build-Up

Work Completed this Month:

- Continued analysis of the IT and non-IT contracts.
- Obtained all remaining information requested regarding Students Channel IT/non-IT contracts.
- Reviewed information regarding interagency agreements for the Students Channel.
- Traced the President's Budget for Education to the allocation of the Student's Channel budget for FY 2000.
- Discussed and analyzed bridge between the SFA-Students Channel FY 2000 budget to the SFA budget with SFA-CFO Budget Execution Team.
- Formulated approach to assessing 1999 and 1998 budget information pertaining to Students Channel activities with SFA-CFO representatives.
- Based on formulated approach, developed 1999 and 1998 budgets for the Students Channel.
- Finalized analysis on 1999 and 1998 budget information pertaining to Students Channel.
- Drafted the outline IT and non-IT contract report and budget report.
- Reviewed process for the compilation of mid-year SFA ABC Data Results Report.
- Formulated approach to assessing 2000, 1999, and 1998 cost information pertaining to Students Channel activities.
- Created more usable cost reports for 2000 and 1999.
- Reviewed Students Channel Collections – Revenue Generators for cost information.
- Analyzed reports that are provided to the Students Channel for cost information.
- Analyzed financial management overview of the Students Channel.

Planned Work In Progress:

- Continue to review Students Channel costs and ABC cost allocation.
- Continue analyzing the IT and non-IT contracts.
- Continue reviewing FY 1998, 1999, and 2000 cost and budget information for Student Channel activities.

Work Projected for next Month:

- Complete the contract report and budget report.
- Draft outline for cost reports and interim financial management report.
- Review ABC Cost Model documentation to determine how indirect costs are allocated to the Students Channel.
- Assess the basis of the allocation of indirect costs to the Students Channel.
- Allocate or calculate 1998 cost information pertaining to Students Channel activities.
- Analyze the financial management process and system as it relates to the Students Channel.
- Based on analysis of financial management process and system, develop options for interim financial reporting and analysis.



ORGANIZATION TRANSFORMATION

TO 29 & 31- SFA University Front-to-Back

Work Completed this Month:

- Reviewed feedback from the participants at the Disney University Train-the-Trainer session, and organized the content changes per Public Strategy Group (PSG) and SFA University feedback.
- Began modifying TO 31 to include additional resources, time, and cost for the development of a web based tool.
- Incorporated Train-the-Trainer feedback/suggestions, finalized and delivered materials for deliverable 31.1.6 - Pilot Training session.
- Organized working sessions with SMEs for deliverable 31.1.5b - Training Development Status Reports.
- Began to identify and revise responsibilities for each section of the SFA Traditions course content.
- Participated in a working session with the client and PSG to finalize the focus and content of the SFA Traditions course.
- Began repositioning Front-to-Back A and Front-to-Back B as one Core Curriculum Front-to-Back course.
- Delivered materials for deliverable 29.1.1 - Working Session and Summary Document.

Planned Work In Progress:

- Continue to develop the SFA Traditions training course materials.
- Continue the design phase of Front-to-Back course.
- Facilitate design and development working sessions for Front-to-Back course.
- Continue working sessions associated with deliverable - 29.1.2 Strawmodel Operating Guidelines.
- Continue data collection for deliverable 29.1.3 - Working Session and Summary Document.
- Continue research for deliverable 29.1.5 - SFAU Functional Competencies Research

Work Projected for next Month:

- Reproduce and ship SFA Traditions training courseware to training sites.
- Begin collecting training course participant feedback on SFA Traditions course.
- Monitor SFA Traditions course training delivery sessions.
- Begin writing Front-to-Back course training materials.
- Submit deliverable 29.1.2 - Strawmodel Operating Guidelines.
- Submit deliverable 29.1.3 - Working Session and Summary Document.



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TO 30- SFA HR Modernization Support

Work Completed this Month:

- Updated HR Partner Manager and Recruiting Lead Position Descriptions and Knowledge, Skill and Ability documents to reflect Department of Education's Human Resources Group (HRG) standards.
- Drafted Position Description/Knowledge, Skill and Ability documents for HR Service Center Manager and Performance Management Lead.
- Developed draft of Human Capital Long-Term Plan.
- Revised and submitted the SFA Skill Catalog to SFA HR Director and John Mondragon for initial review.
- Finalized and submitted the SFA Skill Catalog.
- Designed and developed the Skills Assessment Job Aid.
- Developed a Fact Sheet for the new Performance Development Process.
- Developed a benefits one-pager to explain the benefits of the new SFA Performance Development Process to the Leadership Team.
- Developed rollout timeframe options, showing approach assumptions, and risks associated with three possible rollout dates of Perform.com.
- Initiated the design and development of the Performance Development Process Job Aid.
- Submitted a "Personnel Manual Instruction" document which explains Performance Development Process to HRG for approval.
- Worked with Perform.com to configure the site (Comments and Individual Development Plan - IDP) to meet SFA's needs.

Planned Work In Progress:

- Work with SFA HR Director to confirm Performance Development Process Communication and Pilot Plan.
- Modify TO 30 to include Performance Development Process Communication and Pilot deliverables as well as development of Workforce Transformation Plan.

Work Projected for next Month:

- Draft remaining Position Descriptions/Knowledge, Skills, and Abilities for new HR positions.
- Finalize configuration of and conduct user-testing on Perform.com site for Step 1 roll-out.
- Schedule and arrange training logistics for pilot and rollout of Performance Development Process and coordinate a demonstration of Perform.com for the SFA Leadership Team.
- Conduct pilot of Performance Development Process – educate/communicate prior to pilot and analyze feedback following pilot.
- Finalize and deliver the Train-the-Trainer session to PBO Coaches.
- Develop Straw Model Proficiency Samples on identified Functional Skills for all organization units.
- Conduct working sessions with SFA Leadership Teams to define Proficiency Levels.
- Revise SFA Skill Catalog to include proficiency definitions.
- Add proficiency definitions to Perform.com site on Skill Profile tab.
- Develop plan to incorporate Organization Balanced Scorecard into later release of Performance Development Process.



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PROGRAM MANAGEMENT OFFICE

TO 38- Modernization Blueprint, Target State Vision, and Integrated Sequencing Plan

Work Completed this Month:

- Delivered 38.1.1b - Second Draft of the Modernization Blueprint Update.
- Developed initial draft of Target State Vision and began review with key Modernization Partner and SFA executives.
- Delivered updates to the Sequencing Plan Chapter of the Modernization Blueprint.
- Revised 8.1.3 - Integrated Modernization Program Sequencing Plan and provided interim drafts to SFA for review.

Planned Work in Progress:

- Receive SFA feedback on 38.1.1 – Second Draft of the Modernization Blueprint Update.

Work Projected for next Month:

- Deliver 38.1.1c - Final Modernization Blueprint Update. Delivery date is to be determined.
- Deliver 8.1.2 - Target State Vision.
- Deliver 8.1.3 - Integrated Modernization Program Sequencing Plan.



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TO 38- Partner Management

Work Completed this Month:

- Submitted two Task Order proposals:
 - TO 13 WO4 Mod1 – CBP Mad Dog Extension
 - TO 40 – FFEL System Retirement Analysis
- Completed security documentation on 11 individuals.
- Awarded one subcontract.
- Submitted the September 2000 Modernization Partner Procurement Plan and Incentive Fee (38.1.2a and 38.1.2ai) deliverables
- Completed the update to the Contract and Acquisition Management Section of the Modernization Blueprint (including a summary of the Legacy Contract Transition Plan).
- Completed the analysis of documentation of achieved VDC savings and discussed results of findings with the Director of Contracts and Acquisitions.

Planned Work in Progress:

- Continued to support the development of performance based SOWs for future contracts/modifications (CBMD, NSLDS, PEPS, FFEL).
- Continued updates to the Legacy Contracts Transition Plan.
- Continued effort to complete in progress Task Order proposals.
- Continued effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form – 252 of 252 complete.
- Continued negotiation efforts with subcontractors - 22 signed, 8 in final stages, 7 in progress.

Work Projected for next Month:

- Submit the October 2000 Modernization Partner Procurement Plan and Incentive Fee (38.1.2b and 38.1.2bi) deliverables.
- Continue to update the Legacy Contracts Transition Plan.
- Submit remainder of in progress Task Order proposals.
- Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form.
- Continue negotiation efforts with subcontractors.
- Transition the support for the development of performance based SOWs to the new SFA Contracts and Acquisitions support contractor, Acquisitions Solutions, Inc.
- Transition the Legacy Contracts Transition Plan update support to The Crawford Group.



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TO 38- Program Planning & Reporting

Work Completed this Month:

- Continued conducting weekly Pulse point meetings.
- Continued producing bi-weekly scorecards.
- Continued producing weekly program status reports for COTR and CIO Program Office.
- Implemented changes to workplan requirements based on COD pilot.
- Proposed changes to Channel Leads regarding status reporting content and received feedback.
- Conducted CMM Level 3 awareness training for PMO.
- Began updating CMM Level 2 processes before moving on to CMM Level 3 requirements.
- Supported development of a response to the Office of the Inspector General and Representative Mica's request for information.
- Conducted Client Quality Management Assessment (CQMA).
- Supported coordination of IRB business case submission process and presentation of business cases to DSG.
- Developed Conceptual Design for Virtual Navigation Center (VNC).
- Determined high level process flows and roles for the VNC (roles determine different levels of access).

Planned Work in Progress:

- Update CMM Level 2 processes.
- Continue developing plan for PMO to achieve CMM Level 3 Compliance.

Work Projected for next Month:

- Continue conducting weekly Pulse point meetings.
- Continue producing bi-weekly scorecards.
- Continue producing weekly program status reports for COTR and CIO Program Office. Starting in mid-November, these status reports will be combined into one single status report based on the revised status reporting template.
- Finish implementing changes to CMM Level 2 processes.
- Finalize plan for the PMO to achieve CMM Level 3 compliance.
- Continue to support the IRB and DSG.
- Review cost of various VNC approaches.
- Finalize selection of VNC technology and solution approach.
- Begin design/construction of Virtual Navigation Center.



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Appendix: MONTHLY MODERNIZATION SCORECARDS

The attached scorecards (38.1.3b_Monthly Scorecards.xls) provide a summary status of key program management areas. The Modernization Program Summary Scorecard is an aggregate assessment of program performance. The scorecard was developed by conducting an assessment of individual projects within the SFA Modernization Partner Program and includes the final assessments produced in September and October. The assessment criteria precedes the scorecards.



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Appendix: MONTHLY DELIVERABLES SCHEDULES

The attached Gantt charts (38.1.3b_Monthly Deliverables Schedule – Accepted.mpp, 38.1.3b_Monthly Deliverables Schedule – Delivered.mpp, and 38.1.3b_Monthly Deliverables Schedule – In Progress.mpp) provide a graphical representation of the status of the deliverables for the SFA Modernization Partner Program that were accepted during the past two months; have been delivered; or are in progress.



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Appendix: MONTHLY DELIVERABLES LOG

Attached is a deliverables log (38.1.3b_Monthly Deliverables Log.xls) which indicates the status of all contract deliverables as of October 31, 2000. The deliverables are separated as Deliverables Accepted during the past two months; Deliverables that have been Delivered; and Deliverables In Progress.